

## BEHIND PERFORMANCE: HOW WORK LIFE QUALITY AND WORKLOAD SHAPE JOB SATISFACTION?

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### ABSTRACT

At PT. X, this study's overarching goal is to dissect the relationship between work-life quality, workload, and performance via the lens of job satisfaction. Questionnaires were sent out to 94 workers who fulfilled certain requirements in order to gather data using a quantitative research approach. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used for data analysis, and purposive sampling was the sampling approach used. According to the results, job satisfaction and performance are favorably and substantially affected by both workload and quality of work life. In addition, research has shown that work satisfaction acts as a mediator between the two independent variables and the performance of the employees. According to these findings, increasing job happiness and productivity may be achieved by improving workers' quality of work life and efficiently managing their workload. A well-balanced and supportive work atmosphere is crucial to improving performance results, according to the research. Furthermore, it emphasizes the importance of work happiness as a strategic factor in coordinating organizational resources with employee output.

**Keywords: Quality of Work Life, Workload, Job Satisfaction, Performance**

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### INTRODUCTION

Currently, developments in the business world are increasingly rapid which causes competition between companies or organizations to be very tight and competitive. Quoted from Indonesia.go.id, Indonesia ranks among the top cement-producing countries in Southeast Asia, with a total production capacity reaching approximately 120 million tons, competition among cement producers has gotten tougher in recent years, The statement is supported by data from the Indonesian Cement Association in 2021-2023. Based on data from the Semen Indonesia Association in 2021-2023, PT. X has a market share of 50.5% higher than other cement companies.

The intense competition can cause several problems, especially in the management of company resources. Out of all resource types, human resources hold a significant position in ensuring a company's success. Employees act as planners, executors, and controllers in various activities. Without employees, other resources cannot be utilized or managed to produce products or services. Employees who have expertise are a key factor in getting good performance. The better performance of employees will further assist the company in achieving its goals. According to Sedarmayanti (2017), Employee performance denotes the achievements realized by

individuals or groups within an organization, aligned with designated roles and organizational expectations. (Dymastara Septian et al. 2020).

Various factors can impact employee performance, with quality of work-life being one of the key contributors (Oktafien et al., 2023). The quality of work life is a reflection of how workers feel about their emotional and physical well-being on the job. When an employee is able to meet his or her own needs while on the job, it improves the quality of life for everyone involved. (Oktafien et al., 2023). Previous research has looked at how job satisfaction affects productivity in the workplace; for example, studies conducted by (Yusuf et al., 2024) found that quality of work life positively and significantly influences employee performance. However, contrary to these findings (Haryono & Pamungkas, 2021) Employee performance is unaffected by their work-life quality.

Employee performance can also be affected by workload. According to Schultz and Schultz (2006), the workload is an employee who does too much work in the available time or does work that is too difficult for the employee (Sundari et al. 2022). Some previous empirical evidence has found that workload can affect employee performance. Research conducted by (Maghfira et al., 2023) discovered that working hours significantly impact productivity. It is worth noting that the research carried out by (Winoto & Perkasa H, 2024) performed poorly regardless of the amount of work they were required to do. According to the results, workers' productivity is unaffected by how much or how little labor they really have to do.

In addition to the workload that affects employee performance. Employee performance is also affected by job satisfaction. Spector (Sundari et al. 2022) describes job satisfaction as the whole emotion one has in relation to one's work, with an emphasis on how much one enjoys or dislikes their employment. A correlation between contentment in one's work and productivity has been shown in earlier empirical research. Studies performed by (Mahendra et al., 2024) determined a positive and statistically significant correlation between work happiness and employee performance. When workers are happy in their jobs, it shows in their productivity. These results are consistent with those of studies done by According to research (Nurhasanah et al., 2022), content workers are more productive workers. Contrary to what was found by (Saputra et al., 2023) They came to the conclusion that contentment with one's work did not correlate with productivity.

In this research, job satisfaction is a key mediating variable that connects employees' performance to their work-life balance and burden. Luthans (2006) argues that when an individual has a favorable emotional response to their work or occupational experience, it's known as job satisfaction. Studies performed by (Yusnita & Melati F, 2023) discovered that happiness on the workplace may mediate the relationship between workers' quality of life at work and their productivity on the job. Job satisfaction was

shown to have no mediating role between quality of work life and employee performance (Putri & Ambarwati, 2023), in disagreement with earlier studies. According to Agagis et al. (2024), job satisfaction mediates the relationship between workload and employee performance. Contrary to what was found by (Hendrasti et al., 2022) Satisfaction with one's employment does not mitigate the effect of workload on productivity in the workplace.

Employee performance is a key component of every successful business, and additional studies on the topic are necessary—particularly for PT. X—to fully understand its significance. This firm is a BUMN that distributes building supplies on a national and international scale, as well as providing construction services, fabrication production, and logistics. The personnel assigned to PT. X will naturally take on greater responsibilities and face more complicated problems in the workplace, given that it is the headquarters that manages several subsidiaries.

**Table 2. The Growth Rate of Employee Performance of PT. X in 2019-2022**

Year	2019	2020	2021	2022
Total	1,475	1,643	1,588	1,496

Source: PT. X

Employee performance at PT. X fluctuated throughout the last four years (2019–2022), according to Table 2. In 2020, performance skyrockets, but then steadily drops over the next two years, according to the statistics. Employees' readiness to quit the firm via retirement and job transfers, says the director of the company's Human Capital Department, are to blame for the slowing pace of performance growth. Researchers, however, believe that these are not the main causes of the phenomena of reduced performance among firm personnel. Aside from pay and benefits, there are a number of additional aspects of working life that influence employee performance. (Oktafien et al., 2023).

Contrarily, PT. X has failed to expand its personnel in recent years due to its policy of not hiring new people. Furthermore, several workers have voiced their dissatisfaction with the company's practices that restrict the hiring of new staff, citing the hard and demanding task as the main reasons. Every year, the number of employees leaving or retiring continues to grow, while the targets to be achieved remain high. As a result, the remaining employees often feel overwhelmed and are forced to work overtime outside of working hours to meet company expectations.

Employee performance in a company does not always increase, sometimes employee performance also decreases (Pratiwi et al., 2023). There are a number of potential causes for this, including unmet expectations on work-life balance, workload, and employee happiness on the job. Research on the relationship between PT. X employees' job happiness and their performance in relation to their workload and quality

of life on the job should be encouraged in light of the phenomena described above. Also, other prior studies have shown conflicting outcomes, which is why this one was undertaken. The purpose of this research is to examine the link between job happiness and performance on the job, as well as the impact of workload and quality of life on the relationship.

## RESEARCH METHODS

This study makes use of quantitative research methods. The 1,500 people who work at PT. X make up the study's population. In order to choose permanent staff members working out of PT. X's headquarters, a purposive sampling strategy was used. Using the Slovin method, which allows for a 10% margin of error, the study determined the sample size. The methods and calculations indicate that 94 respondents will be included in this research, since the resulting value of  $n$  is 93.75% rounded to 94.

An analytical model developed using the Partial Least Squares (SmartPLS 3.0) program was used in this investigation. According to Suryanto and Maharani (2013), Partial Least Square is a robust data analysis approach that works well with both small and big samples. The purpose of partial least squares (PLS) analysis is to test the hypothesis that X and Y have an effect on one another and to demonstrate the theoretical relationships and explanations of the two variables.

## RESEARCH RESULTS

### Outer Model (Measurement Model)

To understand how latent variables are related to their indicators, one uses the Measurement Model, often known as the Outer model. Validity and reliability tests are used to assess the analysis phase of the outer model. Examining the indicators' validity and reliability in the measurement is the main goal of the study.

### Convergent Validity

When looking at the loading factor value, convergent validity testing is evident. A loading factor of at least 0.7 is required. One such way to determine validity is by looking for an Average Variance Extracted (AVE) value greater than 0.5. (Hair Jr et al., 2021).

**Table 3. Outer Loading**

Item	QWL	Workload	Job Satisfaction	Employee Performance
X1.1	0.781			
X1.2	0.760			
X1.3	0.813			
X1.4	0.812			
X1.5	0.821			
X1.6	0.787			
X1.7	0.833			
X1.8	0.843			
X2.1		0.748		
X2.2		0.929		
X2.3		0.855		
Z1.1			0.816	
Z1.2			0.798	
Z1.3			0.788	
Z1.4			0.840	
Z1.5			0.865	
Y1.1				0.827
Y1.2				0.839
Y1.3				0.852
Y1.4				0.859

Source: SmartPLS output results

Each indicator measuring the variables in this research had an outside loading value larger than 0.7, according to the findings of the outer loading validity test, as shown in the table above. In light of this, it may be concluded that the aforementioned indications are legitimate and conform to the standards. This proves that the value-indicator is legitimate and correlates with the variable being assessed.

#### **Discriminant Validity**

The purpose of this test is to confirm that, in comparison to other PLS constructs, the association between a reflective construct and its indicators is stronger. By comparing the value of the square root of AVE (Average Variance Extracted) with other construct correlations, construct reliability testing may be done by discriminant validity with the fornell-lacker criteria. The indicator's variation is more valuable than the variance of other latent constructs, as explained by the AVE value. If you believe Fornell and Lacker (1981: 2227). An item may be considered discriminantly valid if its AVE value is equal to or greater than half. (Hair et al., 2019).

**Table 4. Fornell-Lacker Criterion**

	QWL	Workload	Employee Performance	Job Satisfaction
QWL	<b>0.807</b>			
Workload	0.490	<b>0.847</b>		
Employee Performance	0.598	0.609	<b>0.844</b>	
Job Satisfaction	0.616	0.575	0.627	<b>0.822</b>

Source: SmartPLS output results

You can see the results of measuring discriminant validity using the fornell-lacker criteria in the table above. According to the test findings, the variable's overall value is more than the correlation with other variables, and its square root value is greater than or equal to 0.5. As a result, we may conclude that the value criteria for discriminant validity have been satisfied.

### Reliability

Reliability test is a test that aims to measure how consistent the internal indicators in measuring the construct. Cronbach's alpha and composite reliability values show how consistent the measurement is. Where values greater than 0.7 are considered to have good reliability.

**Table 5. Construct Reliability and Validity**

Variable	Cronbach's Alpha	Composite Reliability
Quality of Work Life	0.932	0.937
Workload	0.799	0.883
Job Satisfaction	0.880	0.912
Employee Performance	0.866	0.908

Source: SmartPLS output results

We can see from the table that both the composite dependability and cronbach's alpha values are more than 0.7. Quality of work life, workload, job satisfaction, and employee performance are all factors with strong reliability, as shown by the dependable indicators in this study's design.

### Inner Model (Structural Model)

When evaluating latent variables or constructs using R-squared, the inner model explains the link or estimate strength between them. (Ghozali and Lantan, 2015). The inner model describes the relationship or estimates the strength of it when R-squared is used to evaluate latent variables or constructs.

**Table 6. R-square Value**

Variables	R-Square
Job Satisfaction	<b>0.478</b>
Employee Performance	<b>0.529</b>

Source : SmartPLS output results

The table above shows that both endogenous variables, job satisfaction and work-life balance, have moderate R-squared values of 0.478. This indicates that job satisfaction is influenced by work-life balance and workload to a degree of 47.8 percent, with the remaining 52.2 percent being accounted for by variables outside the research model. Quality of work life and workload impact employee performance by 52.9%, with additional factors outside the study model accounting for the remaining 47.1%. The R-square value of 0.529, which is regarded as moderate, further supports this conclusion.



### Hypothesis Testing

In this research, we suggest evaluating hypotheses by analyzing the p-value and T-statistics. When the p-value is less than 0.05 and the statistic t-value is more than 1.96, the hypothesis is deemed accepted. (Hair et al., 2019).

#### Direct Effect

Table 7. Path Coefficients

Variable	Original Sample (O)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P Values
QWL (X1) → Employee Performance (Y)	0.273	0.118	2.311	0.021
QWL (X1) → Job Satisfaction (Z)	0.440	0.081	5.436	0.000
Workload (X2) → Employee Performance (Y)	0.317	0.089	3.561	0.000
Workload (X2) → Job Satisfaction (Z)	0.360	0.087	4.156	0.000
Job Satisfaction (Z) → Employee Performance (Y)	0.277	0.102	2.710	0.007

The relationships between the study's variables, derived from the table above, can be described thusly:

- (1) “first hypothesis is Quality of Work life has a positive and significant effect on employee performance with path coefficient (0.273) and p-value ( $0.021 < 0.05$ ). Any increase in the Quality of Work Life will increase the performance of employees at PT. X, then **(H1) is accepted**.
- (2) second hypothesis is Workload was found to have a positive and significant impact on employee performance. The path coefficient (0.317) and p-value ( $0.000 < 0.05$ ). Each addition to the appropriate workload will improve employee performance, then **(H2) accepted**.
- (3) third hypothesis is Quality of Work life has a positive and significant effect on job satisfaction with the path coefficient (0.440) and p-value ( $0.000 < 0.05$ ). Any good improvement in the Quality of Work Life would boost job satisfaction, then **(H3) accepted**.
- (4) fourth hypothesis is Job satisfaction is positively and significantly affected by workload. The path coefficient (0.360) and p-value ( $0.000 < 0.05$ ). Each addition to the appropriate workload will increase job satisfaction, then **(H4) accepted**.
- (5) fifth hypothesis is Employee performance is positively and significantly affected by job satisfaction. The path coefficient shows this effect is (0.277) and the p-value ( $0.007 < 0.05$ ), then **(H5) is accepted**.”

## Indirect Effect

Table 8. Specific Indirect Effect

Variable	Original Sample (O)	Standard Deviation (STDEV)	T statistics ( O/STDEV )	P Values
QWL (X1) → Job Satisfaction (Z) → Employee Performance (Y)	0.122	0.050	2.432	0.015
Workload (X2) → Job Satisfaction (Z) → Employee Performance (Y)	0.100	0.044	2.276	0.023

Source : SmartPLS output results

- (1) The sixth hypothesis is that job satisfaction is able to mediate the effect of quality of work life on employee performance with path coefficients (0.122) and p-value ( $0.015 < 0.05$ ), then **(H6) is accepted**
- (2) The seventh hypothesis is that job satisfaction is able to mediate the influence of workload on employee performance with path coefficients (0.100) and p-value ( $0.023 < 0.05$ ), then **(H7) is accepted**

## DISCUSSION

### The effect of Quality of Work Life on Employee Performance PT. X

Employee performance is positively affected by work life quality, according to the findings of the hypothesis testing in the preceding table. Put another way, workers are more productive when they like what they do for a living. This confirms previous studies done by (Yusuf et al., 2024 ;Yusnita et al., 2023; Oktafien et al., 2023; Putri et al., 2023). The initial sample values were used to get a path coefficient of 0.273, as shown in the table. Employee performance is positively and significantly impacted by the variable quality of work life, as shown by the t-statistic value of  $2,311 > 1,96$  and p-value of  $0,021 < 0,05$ . This demonstrates that workers' productivity and satisfaction with their work lives are directly correlated with their level of job satisfaction. Employee motivation and performance may be enhanced by creating a work-life balance, which includes elements such as a pleasant work environment, respect for workers, and a reasonable workload (Robbins and Judge, 2019). For PT. X workers, a good work life means working for a company that values things like open lines of communication between managers and subordinates, a safe environment free from harassment and other forms of discrimination, opportunities for professional growth, competitive pay, and protection from harm on the job.

### The effect of Workload on Employee Performance PT. X

The second hypothesis test's findings indicated that the route coefficients demonstrated a t-statistic value of  $3,561 \geq 1.96$  for the influence of workload on employee



performance. Workload significantly and positively affects PT. X employees' performance, as shown by a p-value of 0.000 (less than 0.05). In other words, workers will perform better when given more work to do, if they are able to handle the increased demands. This shows that even though PT.X personnel have a heavy workload, PT. X employees are highly prepared for their jobs and can adjust to the demands of difficult tasks.

If it is associated with the characteristics of the respondents, the majority of respondents employees have a fairly long work experience in the company. For example, if most of the respondents have a service life of more than 5 years, then they are most likely already accustomed to a high rhythm of work and are able to adapt to a large workload. Employees with longer experience usually have developed effective work strategies, understand the company's work patterns, and have technical skills that support their productivity, so that increased workload actually motivates them to be more productive. This is supported by the views of Robbins and Judge (2015) who suggested that optimal workload can be a motivator for employees because they feel challenged and have clear goals in their work. Research conducted by Simamora (2018) also supports the results of this study, where a well-managed workload can improve employee efficiency.

The study findings support several previous studies conducted by researchers. Maghfira et al. (2023) , Utomo et al. (2024), and Widiyanto et al. (2024) has identified a positive and significant relationship between workload and employee performance. Correspondingly, the study of Agagis et al. (2024) and Febriyanto et al. (2023) also reinforces the argument that high workloads (well managed and in accordance with employee capabilities) can provide benefits for improving employee performance.

#### **The effect of Quality of Work Life on Job Satisfaction PT. X**

After running the numbers through SmartPLS 3.0 to determine the direct effect of work life quality on job satisfaction, we find that it's a positive and statistically significant relationship. Because the p-value is less than 0.05 and the t-statistic is greater than 1.966. The correlation between work-life balance and contentment in one's position is thus shown. Put another way, contentment with one's work life is directly proportional to one's level of job satisfaction. workplace satisfaction will rise in tandem with improvements to workers' quality of life on the workplace.

In the context of the phenomenon in PT. X, quality of work life is reflected in the presence of clear and directed communication, effective conflict resolution, a clear career development system, worker participation in decision-making, pride in work and company, fair compensation, and a safe and healthy work environment. When these aspects are met, employees tend to feel more comfortable, valued and supported, which ultimately increases job satisfaction.

These findings are in line with research conducted by Lubis et al. (2023) and Yusnita et al. (2023) has shown a strong correlation between contentment in one's work life and quality of life overall. As previously shown in the work of Santika et al. (2023) and Saputra et al. (2023) also strengthens the argument that a good and quality quality of work life will significantly increase employee job satisfaction. A good quality of working life will create a positive work environment conducive where employees will feel valued and supported.

#### **The effect of Workload on Job Satisfaction PT. X**

By using SmartPLS 3.0 to determine the direct effect of workload on job happiness, we find that workload significantly and positively affects job satisfaction. The p-value is less than 0.05 and the t-statistic is greater than 1.966. The benefits of a well-managed workload include higher levels of engagement and job satisfaction due to the difficulties it presents, according to research by Greenberg and Baron (2003). In the context of PT. X personnel, job satisfaction may still grow despite the increased workload, provided that there is a work structure that promotes pleasant working circumstances, realistic job aims, and appropriate resources.

These findings are in line with research conducted by Zahro et al. (2024), Hidayah et al. (2024), and Febriyanto et al. (2023) have identified a positive and significant relationship between workload and job satisfaction. A positive workload is a workload that is not excessive that is balanced and managed so that when employees feel that their workload is balanced, and they have enough resources to complete their tasks, they tend to feel more satisfied.

#### **The effect of Job Satisfaction on Employee Performance PT. X**

The statistical value for the influence of work satisfaction on employee performance was  $2,710 \geq 1.96$ , as shown by the findings of the path coefficients, which were derived from the fifth hypothesis test. A p-value of 0.007 (less than 0.05) verifies that PT. X employees' levels of work satisfaction significantly impact their performance on the job. Findings indicated a positive correlation between workers' levels of job satisfaction and their output on the job.

Employees' motivation and dedication to their work may be enhanced when they are satisfied with their jobs, says Locke (1976). Workers who like what they do for a living are more invested in the success of the business and put in more hours. Workers at PT. Semen Indonesia Logistik are more likely to put up their best effort when they are happy with their jobs, their coworkers, and the compensation they get. This finding is in line with research conducted by Mahendra et al. (2024), Pradnyawati et al. (2023), and Nurhasanah et al. (2022) discovered a correlation between contentment in one's work and productivity on the job. That workers' output and quality of work are impacted by how pleased they are with their job. The association between work happiness and employee

performance is robust and persistent, as seen by this chart. Workers are more likely to put in extra effort, be committed, and produce their best results when they are happy with their jobs in terms of their financial security, the quality of their working conditions, and the connections they have with their coworkers.

### **Effect of Quality of Work Life on Employee Performance Through Job Satisfaction PT. X**

A T-statistic value of  $2.432 > 1.96$  and a p-value of  $0.015 < 0.05$  indicate that the variable quality of work life has an indirect influence on employee performance via job satisfaction, with a coefficient value of 0.122 derived from the indirect effect test. Evidence like these suggests that a high quality of life at work may increase happiness on the job, which in turn boosts productivity. The relationship between workers' happiness at work and their productivity might be moderated by their level of job satisfaction. A high quality of working life has an effect on improving staff performance at PT. X. Good performance from workers is shaped by two factors: the quality of their work lives and their level of job happiness. Because of this contentment, PT. X staff are able to produce high-quality work and work efficiently. Employees report higher levels of job satisfaction when they have a high quality of work life, which includes factors such as open lines of communication with management and coworkers, opportunities for employees to contribute to problem-solving, a safe and healthy work environment, opportunities for advancement, and fair pay. When a sense of contentment grows among workers, it fosters an environment where they are appreciated and motivated to put in extra effort to meet corporate goals. The outcome of this scenario will be an increase in quantity and quality of performance.

This finding is consistent with previous research, such as that conducted by Setyaningrum et al. (2021) It implies that job happiness acts as a mediator between the quality of work life and employee performance. According to the research, workers want to have a healthy work life so they may satisfy their wants and desires, and when they do, they feel fulfilled in their work and are more likely to put their best effort into their work. Similarly, research by Santika et al. (2023) which found that job satisfaction was able to bridge the positive and significant influence of quality of work life on employee performance. The findings state that quality of work life plays an important role in creating job satisfaction, which will ultimately improve employee performance and help the company achieve its goals.

### **Effect of Workload on Employee Performance through Job Satisfaction PT. X**

Niali, the coefficient measuring the impact of work load on performance as measured by job satisfaction, came out at 0.100 in the indirect effect testing. The p-value is more than 0.05 and the statistical t-value is less than 1.96. Job satisfaction may operate as a mediator between workload and performance, as seen here. These findings point to

the fact that a well-balanced workload has the potential to boost both job happiness and performance. What this means is that job happiness is heavily influenced by factors such as an appropriate workload, which encompasses acceptable working circumstances, appropriate work standards, and adequate work objectives. When workers are happy in their jobs, they are more likely to put forth their best effort, which benefits the company in many ways.

According to this research, workers will be happier and more fulfilled in their jobs if they are assigned workloads that are specific to their abilities. When workers feel that their employer cares about them, they are more likely to establish reasonable goals, provide enough resources, and provide enough assistance to complete their work. High levels of job satisfaction are associated with improved performance in areas such as job quality, efficiency in completing tasks, and dedication to the firm, all of which are significant in motivating employees to work harder.

This finding is in line with research conducted by Auliana et al. (2023) and Hasibuan et al. (2022) which suggests that the workload has a significant influence on employee performance with job satisfaction as a mediator. The study found that the workload given in good management with the ability of the employee then the employee will be more satisfied so that employee performance will increase.

## CONCLUSION

This research found that workload and quality of work life both significantly and positively affect PT. X employees' performance. When employees have a good quality of life at work, it shows in their performance and also helps them be happier in their jobs, which boosts their performance even more. Furthermore, when workloads are well-managed, linked with employees' skills, and supported by a supportive work environment, performance and happiness are both enhanced. Additionally, in the connection between Quality of Work Life and Workload and employee performance, work satisfaction is a critical mediator. In order to increase job satisfaction and employee performance, these results highlight the need of creating a supportive work environment and efficiently managing workload.

Some suggestions for future studies on the topic of employee performance and the factors that might influence it.

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